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# Family and Juvenile Court Improvement Program

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## 2020 Report to the Legislature

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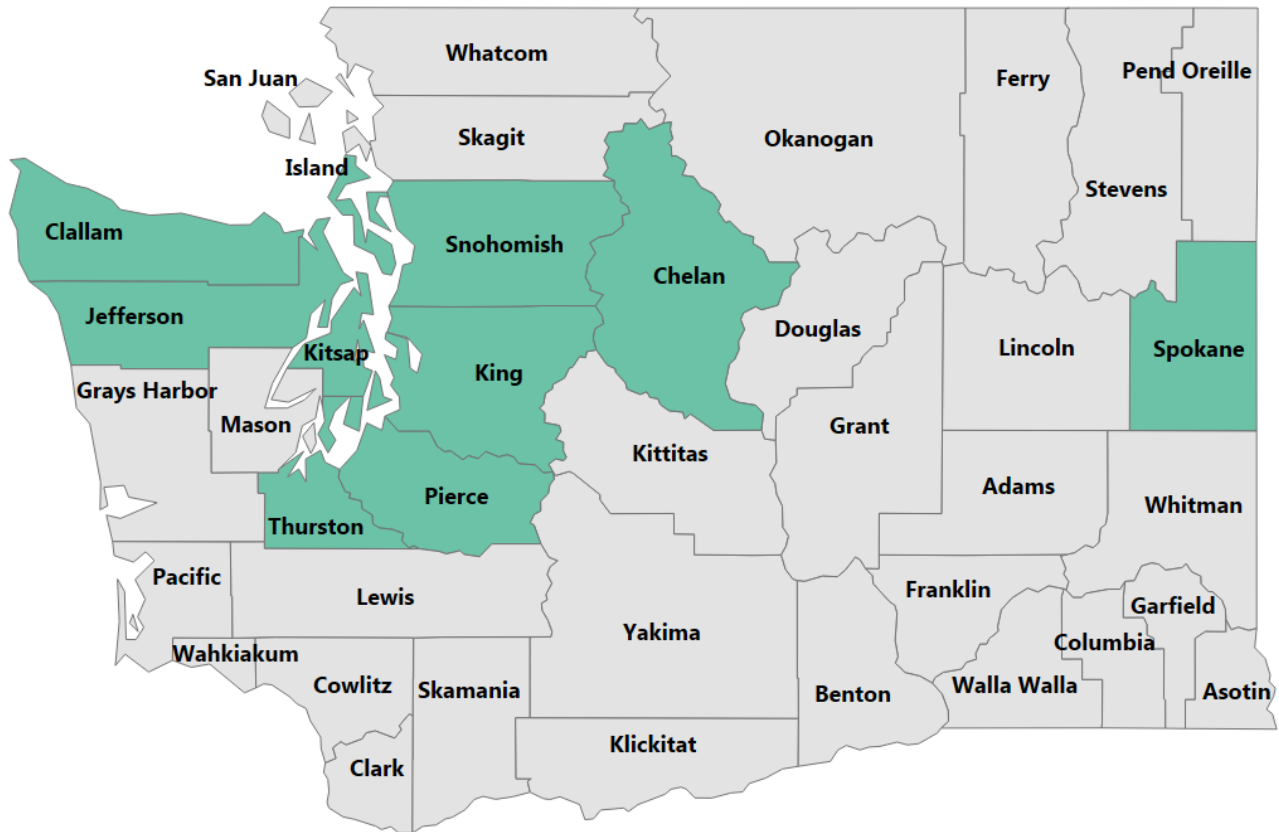
## FJCIP COURTS AND PERFORMANCE

In this year of unprecedented challenges brought on by the COVID-19 pandemic (COVID), the Family and Juvenile Court Improvement Program (FJCIP) demonstrated the value of having dedicated, court-level system improvement staff available to support effective dependency court operations. FJCIP coordinators helped courts and judicial officers trouble-shoot challenges, implement new technologies and keep information flowing across the court community. As a result, FJCIP courts were well-positioned to ensure that essential court functions continued, while also helping to protect staff and the public in an uncertain and rapidly changing environment. The 2020 FJCIP Report focuses on highlights of this most unusual year, including some of the creative strategies FJCIP courts used for addressing impacts related to COVID. Detailed information regarding FJCIP court operations and different programs offered can be found in the [2018 FJCIP Report to the Legislature](#).

With our decentralized court system, one-size-fits-all approaches don't work well in Washington State. The FJCIP strikes a balance between providing a dedicated court coordinator to help convene local stakeholders to work on issues in their communities, and informing these efforts with data, research, and the experience of peer courts across the state. Courts that don't have an FJCIP coordinator are forced to rely on someone in the system to take on this role—whether it's a judicial officer, attorney, child advocate, or social worker—an effort usually driven by that individual's passion and rarely sustainable over time. Funding for a dedicated system improvement position provides the capacity for dependency court systems to continuously assess their effectiveness and take steps to innovate, which better serves our families, children, and professionals.

Recognizing the devastating impact the pandemic has had on the state budget, we urge the Legislature to keep expansion of FJCIP at the forefront, as funding becomes available. This program has proved itself to be an excellent resource that enhances dependency court operations and improves outcomes for the children and families it serves. We hope to expand the FJCIP so that additional courts and their communities will be able to benefit from this worthwhile and cost-efficient program.

## FJCIP Courts in Washington State



Ten of the 39 counties in Washington State currently receive state funding to support FJCIP coordinators who deliver court case management, resulting in improved court performance on dependency timeliness measures. FJCIP coordinators also convene dependency stakeholder groups to share data, identify trends impacting dependency cases, and develop and implement ideas for system improvement. The efforts of FJCIP coordinators result in better outcomes for our most vulnerable children and families.

FJCIP coordinators participate in a regular Community of Practice, facilitated by staff from the Administrative Office of the Courts (AOC), to learn from each other. During the pandemic, the coordinators met more frequently to stay informed about state-level guidance and to share challenges and solutions from their court communities. Regular Community of Practice meetings enabled the coordinators to stay informed about the Department of Children, Youth and Families (DCYF), court, and Department of Health policy changes, and provided the AOC with insight into the needs of local courts. This information exchange enabled AOC staff to bring local court perspectives into statewide decision making spaces, and it informed development of trainings and the allocation of pandemic-related technology funds for local courts.

This report will describe challenges and provide strategies for addressing issues due to COVID; however, there are some other barriers and needs that FJCIP courts are trying to address:

- Foster parents provide such a great service to children and families; however, there are some foster parents who express frustration that the primary goal for dependency cases is reunification. It seems clear that the best scenario for children is to have a team around them, including their caregivers, who are on the same page and working to reunify families until it is determined reunification is not an option and the primary plan must be changed. Additional training and education for foster parents as it relates to the goals of the dependency process would help to provide better understanding and encourage a team approach.
- Several of our judicial officers who are committed to children and families have retired, or will be retiring soon.
- Availability of services for children and families and affordable housing affects the length of stay in out-of-home dependency cases.
- The lack of King County dependency data created challenges in providing statewide data. The issues for accessing the data should be resolved by end of year, and it is anticipated that complete data for 2018, 2019, and 2020 will be available in 2021.
- A number of cases are in the non-compliant, non-coded category when there is good cause found by the court. Good cause to go beyond the 75-day fact finding hearing requirement is an option for ruling in the court, however, it is not trackable in the Interactive Dependency Timeliness Report (IDTR). This means there are a number of cases that are found by the court to have good cause to exceed the time frame, but because of no way to track it in our system, those cases are displayed as non-compliant. The concern has been reviewed by the AOC, with the anticipation of a fix for the ability to track the coding of good cause. FJCIP courts believe they will be able to effectively increase compliance rates for 2021 with the help of this fix.

### **The impact of COVID on dependency courts, timeliness, and case processing, and FJCIP's innovative responses and stories of success.**

*We are very thankful that we have dedicated justice partners and court staff who continue to put forth the extra effort necessary to allow us to continue to hold hearings and trials. Hearing stories from around the state we feel we are in a much better place than many counties because we have been able to adapt our practices to continue to hold hearings and trials.*

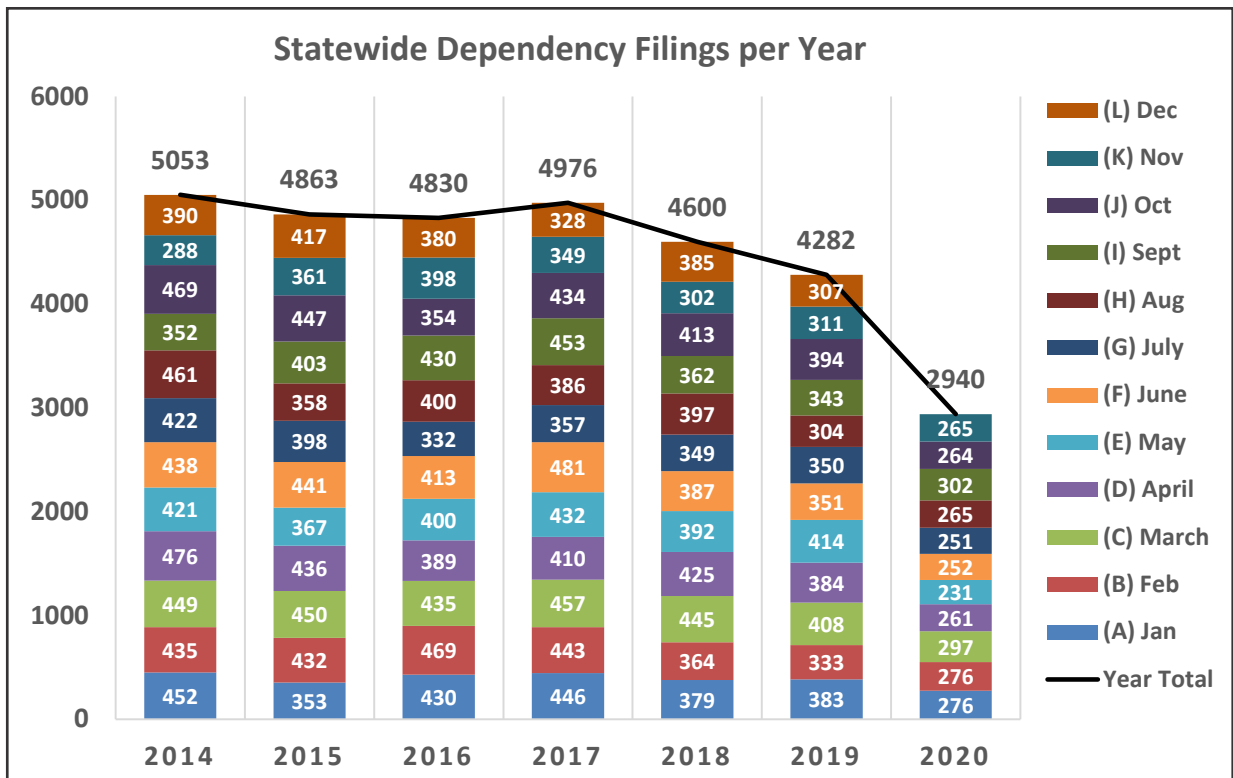
*Chelan County Superior Court*

**COVID Impact: Decline in the Number of Dependency Cases Filed in Court**

In 2020, the number of dependency filings statewide has declined considerably, as compared with previous years. FJCIP courts reflect this trend.

- King County reported approximately 400 filings for the year, which is half of their normal average filings. King County also increased the number of dismissal orders, meaning that the total number of active cases on the court docket decreased.
- Kitsap County has also reported the trend of lower filings and higher dismissals.
- Pierce County experienced a 10% decrease in dependency filings from January to September, compared to the same period last year.
- Snohomish County reported a decline in filings of 52% for this year, as compared to last year. Snohomish County also reported that the number of filings for children under one year of age decreased by 34%, which they attribute to the effects of COVID and related restrictions.

Some experts predict that dependency case filings will increase when the pandemic restrictions are lifted and mandated reporters, such as school staff and Child Protective Services and Child and Family Welfare Services case workers, have more direct contact with children and families. If this happens, courts will need to contend with a post-pandemic wave of case filings.



\* Note: data was pulled in December 2020 and includes all court activity through 11/30/2020.

### *FJCIP Response: Case Flow Management Tracker*

The Case Flow Management Tracker was developed to help courts track the progress of individual cases throughout the legal process. Based on predictions from child welfare experts, courts anticipate there will be a “wave” of case filings once pandemic restrictions on schools and other communal activities are lifted. To prepare for the potential influx of cases, the Snohomish County FJCIP coordinator worked with the Washington State Center for Court Research and other FJCIP coordinators to develop a data-driven case flow tracking tool, in accordance with best practices. Now all FJCIP courts have access to the tracking tool, which was rolled out in September 2020.

### *COVID Impact: Court Closures and Virtual Hearings*

At the onset of the pandemic, in-person access to courts was dramatically curtailed to reduce the spread of the virus and protect the health and safety of all stakeholders and families operating within the system.

### *FJCIP Response: Supporting Virtual Court Operations and Access to Justice*

Seeing the need to share ideas and resources for adapting to the new challenges, FJCIP coordinators started meeting on a weekly basis. Coordinators also assisted AOC staff in preparing a survey to inform AOC regarding changes in dependency court operations and technology needs, so that AOC could better provide assistance to courts. This work resulted in the ability for courts to access federal child welfare Court Improvement Program funding to assist with technology needs. The Spokane FJCIP Court created excellent guidance and instructions for court professionals and families to participate in virtual court proceedings. These instructions were included as a resource to the [Resuming Dependency Fact Finding and Termination Trials Guidance](#) provided by the Washington State Supreme Court.

Courts and agencies adapted to the new circumstances, due to COVID. Some FJCIP courts that had not previously embraced electronic filing and remote hearings developed processes and procedures to conduct business remotely. Many court users like the remote appearance option because of convenience and the increased access to justice it affords some families. While we acknowledge there are benefits that come with the option of remote appearance, particularly as they relate to access to justice, those do not come without compromising other benefits associated with being physically in the courtroom. At this time, most courts will continue to offer remote appearances, and it is anticipated that option will remain in place as it relates to access to justice, but at some point there will be a conversation with stakeholders to determine which hearings and circumstances are appropriate for remote appearance and which are not.

FJCIP courts describe their response to COVID challenges (based on reports filed in September 2020):

- **Chelan:** Like most courts at the start of the COVID pandemic, Chelan only conducted emergency hearings. A short time later they moved all dependency hearings to one superior court courtroom to facilitate remote appearances. Initially, all hearings were conducted using two speaker phones, as each phone only had the capacity to connect up to five parties, in addition to the court. On a weekly basis the FJCIP coordinator and juvenile court staff worked together to collect all phone numbers for those who needed to be contacted for the dockets. The FJCIP coordinator spent the day in the courtroom placing conference calls for up to ten participants for each case, and staff had to develop creative ways for obtaining signatures on court orders. Within a couple of weeks, Chelan began holding court via Zoom, with only few parties continuing to appear by telephone and others appearing in court on a limited basis. After approximately six weeks, the dependency docket was moved back to the juvenile courtroom and most participants continue to appear remotely, utilizing a combination of Zoom and telephone appearances. The courtrooms are open with increased health and safety precautions and some court participants/parents are choosing to appear in person. Because they were mostly able to continue to hold court remotely, with a high settlement rate prior to fact finding trials, Chelan does not feel it will experience the same dramatic backlog that some courts will struggle with in either hearings or trials.
- **Clallam:** Prior to COVID, only physical appearance in court was an option. Due to social distancing measures, the Clallam Dependency Court was able to conduct court by Zoom. Many parents have now been able to ease their access to justice concerns by appearing remotely. This is especially helpful to litigants who no longer live in the area. The courtrooms remain open for litigants who have technology limitations. These individuals are able to appear in person (with a mask and socially distanced seating). In general, Clallam County has not had significant COVID outbreaks to warrant a full closure of the courtrooms. This has allowed the court to hold many types of hearings that other counties have had to continue, such as contested fact findings.
- **Jefferson:** Jefferson County Dependency Court was suspended for a few weeks at the start of the pandemic (with the exception of the rare emergency trial, such as shelter care), as the court system and the county drafted and put into place emergency response protocols. Court hearings resumed in May, via Court Call (an audio conference call service). Jefferson County is currently using Court Call, with limited in-person appearances, to conduct dependency court. The court plans to start conducting court via Zoom in the near future.

Since Family Therapeutic Court (FTC) is smaller and less formal, Jefferson County's FTC was able to pivot more quickly to using the Zoom platform. FTC operations were interrupted for only a couple of weeks before it resumed proceedings in June. This was a steadying factor for participants in this time of uncertainty.



- **King:** The COVID pandemic has had an enormous impact on dependency operations in King County. At the start of the pandemic, King County Superior Court implemented a tiered step-down plan which eliminated many scheduled hearings. The court held hearings on the most emergent matters by phone. A four-phase step up plan was implemented which addressed all of the hearings that did not occur between late March and early June. As the majority of the hearings for King County are now conducted by telephone, there have been several processes that have been revised to allow for electronically submitted documents.
  - ELECTRONIC PICK UP ORDER PROTOCOL: A protocol was established so that the DCYF court unit could submit pick-up orders and youth missing from care orders via electronic submission. The judges, previously mainly signing paper orders, have taken to using eFiling and prefer that method for signing all orders.
  - EFILING AGREED ORDERS: Instructions were provided to the dependency users about how to submit agreed orders through the King County Department of Judicial Administration (DJA). Judges are able to sign the orders electronically, and if parties have opted in to eService, a copy of the order will automatically be distributed to those on the case. These agreed orders reduced the number of court hearings needed and reduced congestion on already packed court calendars.
  - SHAREFILE FOR TRIAL EXHIBITS AND 72 HOUR SHELTER CARE HEARING EXHIBITS: DJA launched a program called “ShareFile” that allows users to submit all of their trial materials through their eFiling system. The clerk’s office provides a link for use by parties in the case. Parties can view, rearrange and otherwise manage their own exhibits, as well as view submissions from other parties. The clerk can mark exhibits and changes can be made in real time during a hearing or trial.
  - EWORKING PAPERS PILOT PROJECT: DJA has a process to submit working papers electronically, for a fee, which helps offset costs for the team of employees who assemble those working papers. DJA granted dependency users access to the eWorking Papers system with the caveat that dependency court staff would be responsible for assembling all working papers. Once submitted, court staff are able to transfer files from DJA’s system to the court’s management system database. The judge can go directly to the case file to find all documents submitted for the hearing. This phase of the pilot was effective for hearings on and after August 3, 2020. This was quite a learning curve for the court users, but things seem to be leveling out. Feedback is still being gathered and there may be a few further tweaks to the system, but it is anticipated a local court rule will be implemented that directs this method for working paper submission. There are a few other electronic distribution ideas that the court has been partnering with DJA on, and they anticipate rolling some of those features out once dependency users have had time to digest all of the other changes.

- **Kitsap:** March 16, 2020, was the start of a new normal for the Kitsap County Dependency Court. Commissioner Matthew Clucas held a stakeholder meeting to explain changes taking effect immediately, and Emergency Order 2020-2 was signed, outlining the process the dependency court would take due to the public health emergency. That order stated that the only in-person hearings the court would conduct were shelter care and termination hearings or dependency response hearings done through publication. Emergency motions and pretrial hearings were held telephonically through a conference line, while limited hearing types were accepted without oral argument. The court immediately created a stakeholder point of contact list to help keep communication clear and up to date. Staff identified and set up a free conference line for telephonic hearings.

After the superior court was shut down due to a staff person testing positive for COVID, the court continued to hear only shelter care, fact finding, and other emergent issues telephonically. Agreed dismissal orders were accepted by the court electronically, to ensure that families nearing dismissal were able to exit the court system. By April, the court transitioned to Zoom hearings, with a local court order allowing dependency review and permanency planning hearings to be heard on the platform. Local funding and support from AOC enabled the court to equip the courtrooms with needed technology. By the beginning of July, Kitsap held a dependency and a termination trial over Zoom. The court has worked through backlogs on the regular dependency court calendars. Overall, Kitsap reports amazing teamwork, communication, and problem solving from the court and stakeholders during the public health emergency.

KFAM, a process for dependency cases to obtain a Parenting Plan, has not been negatively impacted by the pandemic. The court authorized electronic filing and orders, allowing parents to socially distance from the KFAM facilitator while completing their parenting plans. As a result, the court has determined that this works better with parents' schedules, resulting in improved participation and fewer missed appointments.

- **Pierce:** During the pandemic, dependency stakeholders receive on-going communication and guidance from the Presiding Judge and Court Administrator. Pierce County's courtrooms are relatively small, making it difficult for parties to physically distance. To protect the safety of staff and families served by the court, dependency hearings and termination trials have shifted from in-person to telephonic and virtual hearings. The courtrooms remain open; however, parties are strongly encouraged to attend hearings by phone or Zoom platform. The work happening in dependency has shifted, with some services delayed, while others were provided remotely, rather than in person. There have also been some bright spots discovered along the way, as parents with transportation difficulties are now attending court hearings,

Family Team Decision Making (FTDM) meetings, and services by telephone/virtual platforms when they hadn't engaged previously. Balancing the health risks for in-person family time and in-person services, while ensuring the vital importance of keeping families connected, continues to be at the forefront of discussions.

- **Snohomish:** When COVID restrictions were implemented statewide in March, assistance from the Family Law Facilitator became unavailable. Planning conferences were also unable to take place in-person. However, a priority was placed on facilitating cases through the Unified Family Court (UFC) process in order to enable timely dismissal of dependencies and thereby reduce potential risk to all involved with these cases. As a result, for slightly more than three months, the UFC coordinator conducted two to four planning conferences each week via telephone, and used hard copies and mail to send documents needed between the court and parents or petitioners for non-parent custody. As of June 29th, in-person assistance with planning conferences was able to resume with the Family Law Facilitator on Monday mornings and the UFC coordinator on other days of the week, both observing appropriate safety measures and social distancing. UFC Hearings had been telephonic from late March through June; moving to the use of Zoom in July. All of this has required a substantial shift in processes, communication, and use of various technology.

It appears that the continued assistance of UFC, despite restrictions of COVID, has helped to keep cases moving toward permanency and facilitated the dismissal of cases to an appropriate parenting plan or custody order. In 2019, assistance was provided in UFC on a total of 239 cases. For purposes of comparison:

As-of Date	Cases Referred to UFC	Cases Completed in UFC	Median Days
8/31/2019	140	99	116
8/31/2020	167	76	177

COVID restrictions have not greatly impacted referrals to UFC, but have definitely impacted time to case completion.

- **Spokane:** Some of the Spokane County Juvenile courtrooms are too small to safely social distance all parties in a dependency case, so most hearings are happening by Zoom. The FJCIP coordinator created instructions for both professionals and families to appear by Zoom. Protocol was created for commissioners to receive court filings through a new court email account so that orders can be signed electronically. A process was created to have fact finding and termination hearings by Zoom. The court is still in need of technology to hold hybrid hearings or provide access to remote hearings on-site. The Spokane County Information Technology department has limited

resources and the dependency system is often left wondering how technology could be used differently to accomplish its goals. Since COVID, all team emailing and the need to electronically share documents have increased overwhelmingly for stakeholders and has shown to be inefficient for some processes.

The FJCIP coordinator started using Zoom to work with dependency families to file their family law cases. A “How to Complete your Family Law Documents” Zoom video was created by the FJCIP coordinator to be shared with Family Law Clients to assist with the creation and completion of their family law cases. The FJCIP coordinator also worked with a local Limited License Legal Technician (LLLT) to develop a project to move to a virtual legal clinic that will include community volunteers to assist with parenting plans. The project is on hold due to the funding being made available at the federal level for the Office of Public Defense to pay attorneys to complete family law cases for dependent families.

In response to the changing work and life culture due to the pandemic, stakeholder meetings were increased to twice monthly for the stakeholder representative group and once monthly for the all-stakeholder meetings to increase communication and check-in with staff. The Court Culture/Consistency Committee also suggested an emailed court update to increase consistency and communication across the system. The court started with a weekly update during the pandemic where processes and procedures were constantly changing. Once the majority of new COVID-related processes were created, the updates were changed to twice monthly. The plan is to continue after the pandemic to update the system in this manner.

Another form of communication that is being developed is a Spokane Dependency “Intranet” for stakeholders’ use. The intranet will be housed on AOC’s Court Improvement Training Academy (CITA) website and will contain information about systems level work like the vision, mission, and values of the system; the court team information; and committee information. This will be a place for community partners and stakeholders to get information and learn about the system.

Lastly, an email update called Dependency UPSTREAM was developed to keep leadership apprised of the fast-moving work coming out of dependency. To continue to move fast on project work and keep project sponsors informed, a twice-monthly email will be sent to dependency leadership with bulleted points of the direction the dependency system is headed.

- **Thurston:** Thus far, Thurston County’s Family and Juvenile Court (FJC) has experienced two phases of modified operations during the pandemic. During the first phase (March 23–May 15, 2020), FJC conducted emergency-only proceedings, was open only half days, and operated with reduced staff. During this first phase, all of the emergency dependency hearings were conducted using remote means (telephone and video).

Starting May 18, 2020, FJC entered its second phase of operations. FJC opened full-days and began hearing non-emergency matters. Around this time, the Governor's Stay at Home order was replaced with phased re-opening orders. However, public health directives continued. To support compliance with these directives, with the goal of minimizing any opportunity for transmission of the virus at the courthouse, all dependency-related hearings scheduled to take place at FJC were set up to support remote participation, usually using the Zoom video platform.

Even when remote participation hearings are available, participants may choose to attend court in person. When a participant attends court in person, court staff manage the courtroom to ensure distancing and require mask wearing. Whether all hearing participants are remote, or there is a mix of remote and in-person, the court's goal is to ensure meaningful participation for all. The court's sound system has presented challenges when they have mixed participation. Thurston has made adjustments and added new technology and equipment, but many families still experience barriers to participation due to the lack of access to internet or poor internet bandwidth in remote areas.

To support pandemic-related changes to court operations, the court quickly developed and put into place many new systems and processes. They have continued to fine-tune these systems as everyone gained experience and judicial officers and staff have received training. These changes to operations include, but are not limited to: (1) an expanded ex-parte process which allows more agreed motions and agreed dependency orders to be presented to the court for decision without hearing; (2) additional time-specific calendar sessions for review hearings, fact-finding hearings, and motions; (3) the use of Zoom as the primary platform for remote hearing participation for shelter care hearings, dependency fact-finding, dependency review, permanency planning hearings, and adoptions.

The court is caught up with review hearings and permanency planning hearings (occurring within required timelines). The court has reset all contested dependency fact-finding trials that were cancelled or delayed during the early COVID-impacted reduced operations. Many trials have been completed (using Zoom) and some are scheduled to be completed in early 2021; however, the team is aware there will be much work to do in the coming year.

Family Recovery Court (FRC) has developed alternative procedures and virtual systems that provide participants access to needed support and resources during COVID. The strong collaborative efforts of the FRC team allowed for a relatively seamless transition to virtual services, visitation, and court hearings for the majority of participants. FRC has utilized the online platform In in the Rooms as a mechanism for participant engagement, education, and

monitoring. Participants engage in weekly stress management psychoeducational activities, report sober support meeting attendance, communicate with peers, and also have access to many additional features designed to support people in recovery. The FRC coordinator has represented the team as a panelist on two separate national webinars related to supporting at-risk individuals during COVID.

The court recognizes that some of the systems developed in response to the pandemic may prove beneficial after the pandemic. This might include the use of video participation in review hearings, at least for parents who reside far from the courthouse. The court is committed, as part of their National Council of Juvenile and Family Court Judges (NCJFCJ)-led improvements, to continue to provide increased access, reduce barriers to parties, and to support all families' participation in hearings. They intend to offer multiple methods of participation to parties when the court can resume more "normal" operations.

### **COVID Impact: Reduced In-Person Family Time**

The COVID pandemic brought with it significant barriers to meaningful visitation for families. While health and safety concerns are warranted, they do not change the need for children and parents to see each other and connect. At the start of the pandemic, Family Time visits were largely conducted by phone, and after some time many families were able to have video visits. It seemed that initially there was a varying degree of access offered to families and a varying degree of knowledge among the caseworkers regarding what was available for families in terms of visitation options. Additionally, there were different levels of comfort among caretakers and foster parents related to visitation. Some were very reluctant to allow visitation due to safety concerns, and others were willing to facilitate in-person visitation for parents and children. As rates of COVID are rising, family time continues to be a contentious issue, trying to find the balance between the needs of the children to see their parents, and the health and safety of all involved in making that visit happen.

### **FJCIP Response: Increased Virtual Visitation Capability**

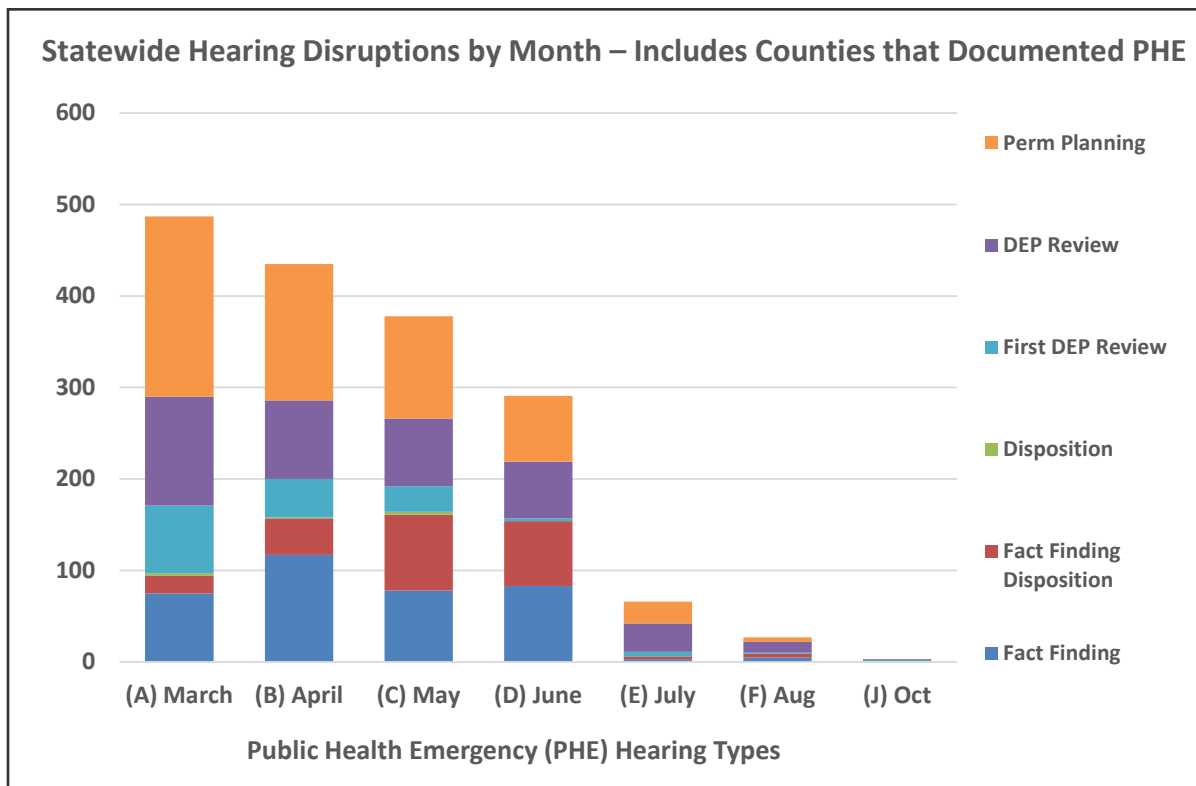
When in-person visits were put on hold, the Kitsap County Juvenile and Family Court purchased Zoom accounts to give Guardians ad Litem the ability to host virtual meetings with families. The court assisted staff to ensure they had access to the platforms they needed to observe family time, participate in meetings, and meet the needs of families virtually. The court team shared webinar training opportunities with stakeholders to assist them in setting up the virtual family time visits. DCYF case workers worked with the caregivers, parents, and visit agencies to advocate for the visits and to help ensure technology challenges were addressed. Guardians ad Litem and CASA worked with parents and parties to help ensure positive virtual visitations.

## COVID Impact: Case Continuances

With pandemic-related court closures and reduced capacity to hear cases, hearing schedules were thrown into disarray and continuances granted.

### FJCIP Response: Development of New Codes for Tracking

FJCIP coordinators recognized early on that the increase in dependency hearing continuances due to COVID will decrease compliance with timeliness measures. Swift action by the coordinators, judicial officers, court clerks, attorneys, and the AOC allowed for coding and management systems to be developed to ensure tracking of all cases affected by the COVID pandemic. A public health emergency (PHE) code was created to track these continuances. The Public Health Emergency Hearings Disruptions Tracker allows the tracking of all cases coded with “PHE” exhibiting exceptional cause for continuance.



- **Kitsap:** In mid-March, Kitsap Dependency Court issued Emergency Order 2020-2, which continued all dependency and termination cases in standby, pending, or upcoming status until April 27, 2020. The FJCIP coordinator and the Clerk’s Office met and created a way to administratively continue these hearings and a process for tracking these continuances. When in-person court business was suspended due to a staff member testing positive for COVID, all review hearings were administratively set out five weeks and the Attorney General’s Office worked diligently to identify cases with permanency planning hearings that needed a court order to extend Title IV-E reimbursement and submitted the needed orders.

Kitsap has noted the need for continuances to facilitate signatures or other matters that are taking longer because of the restrictions. The court has been able to significantly decrease continuances directly related to the public health emergency since May 2020. Of the 21 non-compliant cases in 2020, 10 can be directly related to COVID delays. Through the end of the second quarter 2020, Kitsap's median days to fact finding measure was at 45 days. As of September 1, 2020, the median days increased to 65. Kitsap has experienced struggles with parent attorneys being able to get their client's signature for agreed orders of dependency, paternity results and getting to trial quickly.

- **Snohomish:** Utilizing the data report on hearing disruptions due to public health emergency enabled the FJCIP coordinator to assess the accuracy of the court's coding of cases and correct the coding errors. Hearings that had been continued in March, April, May, and June are now being heard and brought current fairly quickly.
- **Thurston:** In light of the Stay Home orders and Supreme Court and Superior Court Orders restricting court operations during this period, all other dependency-related hearings and trials scheduled to take place between March 23 and May 15, 2020 were cancelled. This included dependency fact-finding hearings and trials, termination of parental rights fact-finding hearings and trials, dependency review hearings, and permanency planning hearings. When they entered the second phase of pandemic operations, the court began to take steps to minimize the impacts of the delays just described. They worked with partners to identify the most urgent matters to be re-set on the court's near-term calendars. The court actively engaged in calendar setting and calendar management in order to re-set cancelled hearings and trials as quickly as possible. Substantial progress has been made since early June in addressing the case backlog, particularly for dependency review hearings. In addition, the court has reset all contested fact-finding and termination trials that were cancelled during the first phase. Although they have caught up in some areas, there were and still are significant delays in other areas compared to prior practice.

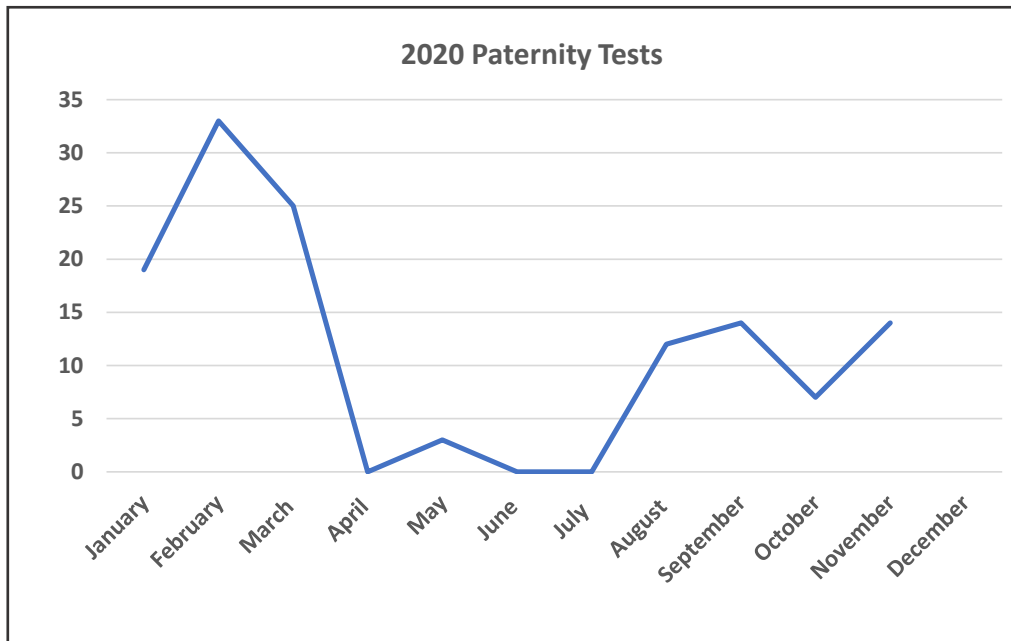
### **COVID Impact: Finding Fathers Paternity Testing**

The pandemic has also affected the Finding Fathers paternity testing program. As many alleged fathers are not physically appearing in court, and swabbing for genetic testing has been deemed too risky to conduct at the courthouse, they are not able to obtain genetic testing samples on site. Testing can be conducted at LabCorp facilities; however, it's a struggle to schedule and get the alleged fathers to attend their appointments.



FJCIP Response: Adapting Processes and Procedures

FJCIP coordinators have worked with LabCorp, DCYF, AGO, Prosecutors' Child Support Division, Juvenile Department, and others to change procedures and expedite the process for obtaining DNA samples. The hope is that as COVID restrictions decrease that this valuable service implementation will again be feasible, so the process for establishing paternity in these cases can be expedited once again.



This graph shows the effect of COVID on the number of paternity tests (alleged father/child) conducted in Washington State as part of AOC's Finding Fathers in Dependency and Termination Cases program.

In closing the COVID report section of the FJCIP Report, we would like to share the following observations and thoughts:

*The work we do is generally difficult under the best circumstances, and this year has been full of new challenges. It is difficult to not let the negative overshadow any "wins" we may feel as we fight to adapt, overcome adversity, maintain our own physical and mental wellness, and support children and families in our communities as best we can while they too navigate these challenging times.*

*While doing some data clean up last week, I came across a case that was filed in 2012 and ultimately dismissed at the end of 2017 when the young lady turned 21 and was no longer eligible for extended foster care. Her story is similar to many of our dependent youth—years of referrals that ultimately resulted in the filing of a petition and placement in foster care for her and three of her siblings. Her story is also a reason for celebration! After graduating from high school and*

*college, she recently visited our court to shadow our court commissioner because she is preparing her applications for law school. (She also nailed the LSAT!) Some of the information contained in the final report prior to the dismissal hearing was that this young lady frequently visits her former foster family even though she has been in an independent living situation for a number of years and maintains strong relationships with her siblings.*

*On September 2, 2020, a young mother and her son were reunited when the permanent plan of return home was achieved. The plan was not always return home. In fact, a termination petition had been filed in the spring of 2019 shortly after the mother was arrested on drug charges. On August 1, 2019, this young mother entered the Chelan County felony drug court program and changed the course of her life and the life of her son. During her time in drug court, she took advantage of everything offered to her with the ultimate goal of graduating from the program healthy—mentally and physically—and prepared to parent her son. She completed treatment, took care of legal financial obligations and had her license reinstated, obtained her high school diploma, and enrolled in college. At the same time, she engaged in services through the dependency court, secured a residence for herself and her son, zealously advocated on his behalf to get him into a pediatric therapy specialist program, and was an active participant in creating a transition plan that she knew in her heart was in his best interest even though it may not have been what others envisioned at the time. This young mother’s transformation is nothing short of miraculous, and her motivation throughout the process was the desire to be a parent to her beautiful son.*

*My experience is that there are many around us who are more than willing to point out our shortcomings as a system. Although there is certainly room for improvement, we should always—especially in a time when our world is so challenging—celebrate the successes and remember what can happen for children and families when there is love, investment, and engagement from all directions.*

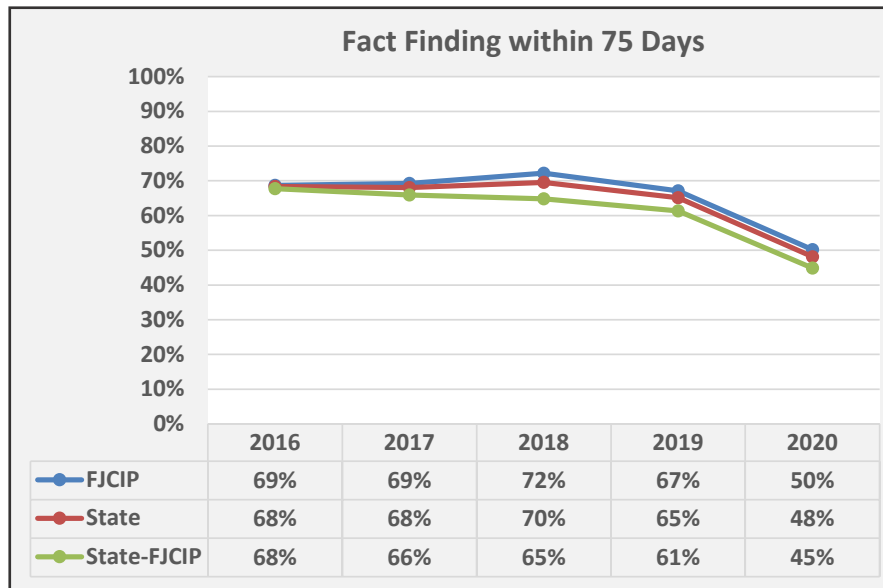
*Chelan County FJCIP*

Through continued efforts and coordination between FJCIP coordinators and dependency court stakeholders, tools such as the Case Flow Management Tracker and the PHE Hearings Disruption Tracker, and other solutions will be developed to address challenges and continue to improve the dependency court system for children and families, with the goal of creating hope and resiliency.

# APPENDIX A

## FJCIP PERFORMANCE ON DEPENDENCY TIMELINESS INDICATORS FOR 2020

### Fact Finding within 75 Days



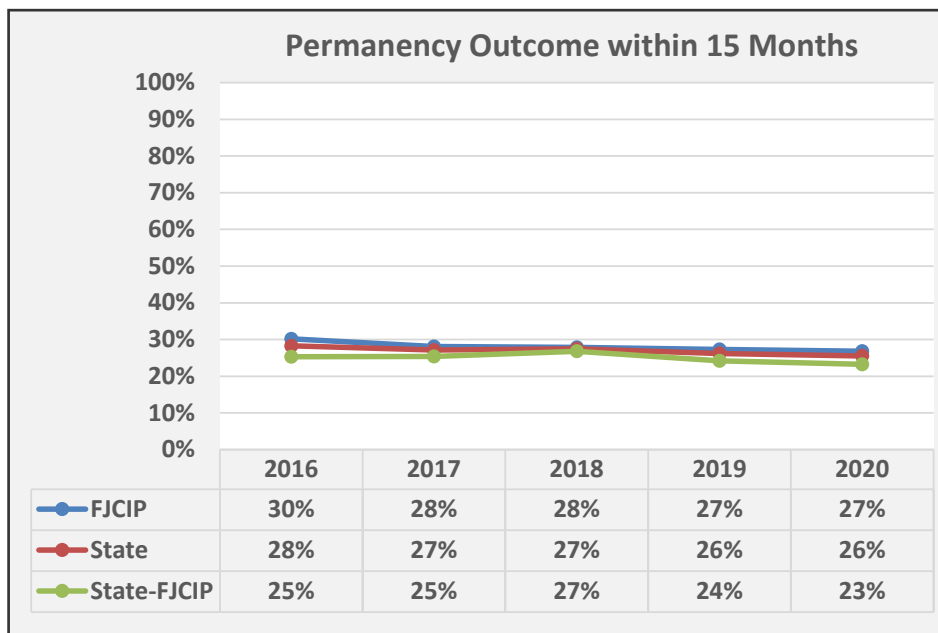
\* Note: data was pulled in December 2020 and includes all court activity through 11/30/2020.

Snohomish County reported that compliance with the requirement for fact finding within 75 days of dependency filing has declined in their county, in comparable FJCIP counties, and statewide—largely, if not entirely, due to the impact of COVID and related restrictions. Moving forward, to clear those cases that were continued from March through June and to manage an expected increase in filings once restrictions can be relaxed and/or removed, will certainly pose challenges to counties for case flow management and coordination among stakeholders.

Pierce County’s fact finding within 75 days has been amongst the top performers in Washington State. On February 28, 2020, Pierce County’s fact finding compliance was at 90%. As of October 1, 2020, timeliness in this category has slipped to 66% compliance—the decline is attributed to the pandemic. Starting September 2020, the FJCIP coordinator began providing the judge and dependency stakeholders a fact finding docket which notes the 75th day for all cases. It is hoped that through increasing awareness, this timeline can be met more frequently. As of August 1, 2020, fact finding timeliness dropped to 64% compliance, significantly impacted by the pandemic. By December 1, 2020, compliance bumped up to 69% and is on an upward trajectory.

Thurston County is experiencing a reduction in compliance ratings in this category to 56%. Due to the COVID pandemic, 55 fact finding hearings experienced disruptions and 11 fact finding dispositions experienced disruptions since May 2020. Exceptional circumstances to go beyond the 75th day were found in all but five cases in which the hearing was late. Written protocol was adopted in 2019 defining all aspects of a Fact Finding hearing, including court, AGO/DCYF and parent/youth attorney expectations, timelines, placement, services, discovery, trial briefs, ICWA standards, and entry of findings. These protocols were all adopted in collaboration with all dependency team members.

**Permanency Outcome within 15 Months**



\* Note: data was pulled in December 2020 and includes all court activity through 9/30/2020.

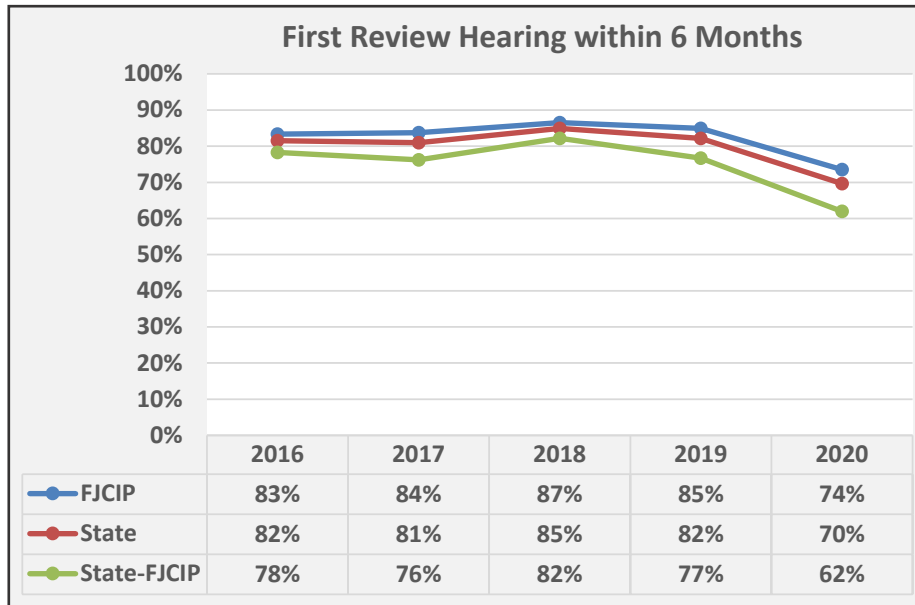
Clallam County reported an increase in compliance with permanency outcomes within 15 months, due to improvements in timeliness of adoptions.

Kitsap County stated that timely or earlier permanency is a best practice and change area for their court in 2020. They are implementing changes to focus the conversations in the courtroom on safety threats and provide training for all stakeholders on this topic. They are also looking at early engagement of the parents as well as using a permanency facilitator at the DCYF office to help assist with cases and track their permanency. For the cases that were able to achieve permanency in 15 months, 90% of those cases were reunifications, which supports the primary goal of increasing reunification. Using the guidelines set out in the State Program Improvement Plan (PIP) and increasing the use of safety language in our court hearings, they expect to see a slow increase in early permanency for families in the coming year.

Snohomish County witnessed the steady improvement in the proportion of cases realizing a permanent outcome within 15 months. As of July 10, 2020, Snohomish County’s median is 12 months for reunification and 42% for all permanent outcomes

within 15 months. There has been a significant effort to improve time to adoption, and Unified Family Court has continued uninterrupted throughout COVID restrictions. The median overall time to permanency in Snohomish County, as of July 10, 2020, is 19 months. As of the same date, the median months to reunification is at 12 months, with more than 65% of cases reaching this outcome in less than 15 months and within two years for 91% of cases. These have been concurrent with a steady improvement in time to adoption.

**Review Hearings within Six Months**

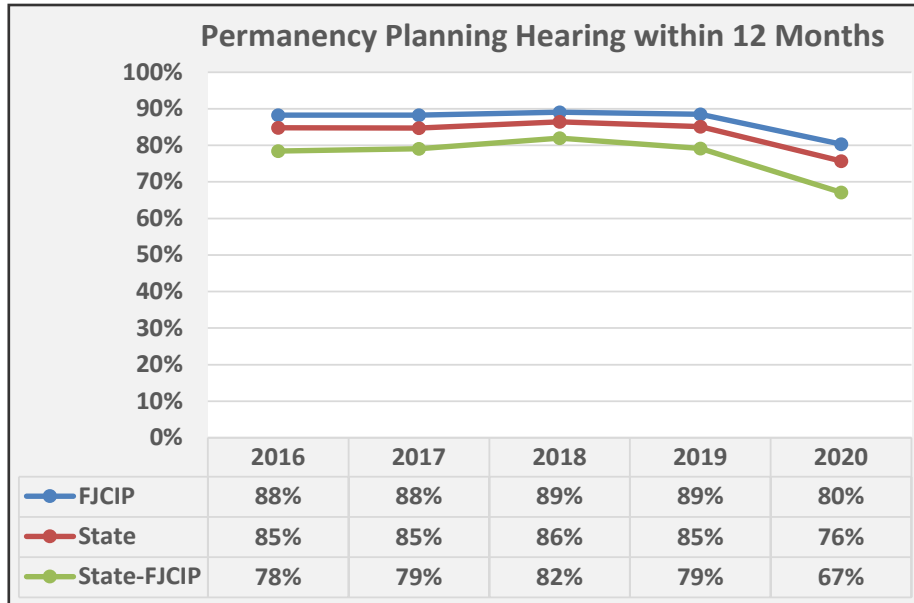


\* Note: data was pulled in December 2020 and includes all court activity through 11/30/2020.

Kitsap County reported that for the first two months in 2020, they experienced 100% compliance in holding review hearings within six months and all cases were coded. A best practice and change was implemented in their Dependency Court to use the correct orders and code. At the end of 2019, training was provided to assist with the understanding of how the orders need to be filled out for the clerk to enter the codes into the system to report out for accurate statistics. The public health emergency started to affect their court around March 16, 2020, when the compliance rate for this measure started to decrease, as no review hearings were held for slightly over one month, which led to a few delayed cases. They are confident that after the impact of the public health emergency they will see compliance rates climb back above 90%, maintaining a compliance rate above the state average.

Thurston County reported it reached its highest compliance rating documented, reaching first dependency review within six months in 98% of cases. Since the COVID pandemic they have experienced a decline in compliance to 79%. Because of the PHE Hearings Disruptions Tracker, they determined a total of ten cases experienced disruptions since May 2020. To ensure such cases get back on track, they are using the Case Flow Management Tracker and will be able to see in each case at what specific point each case got off track.

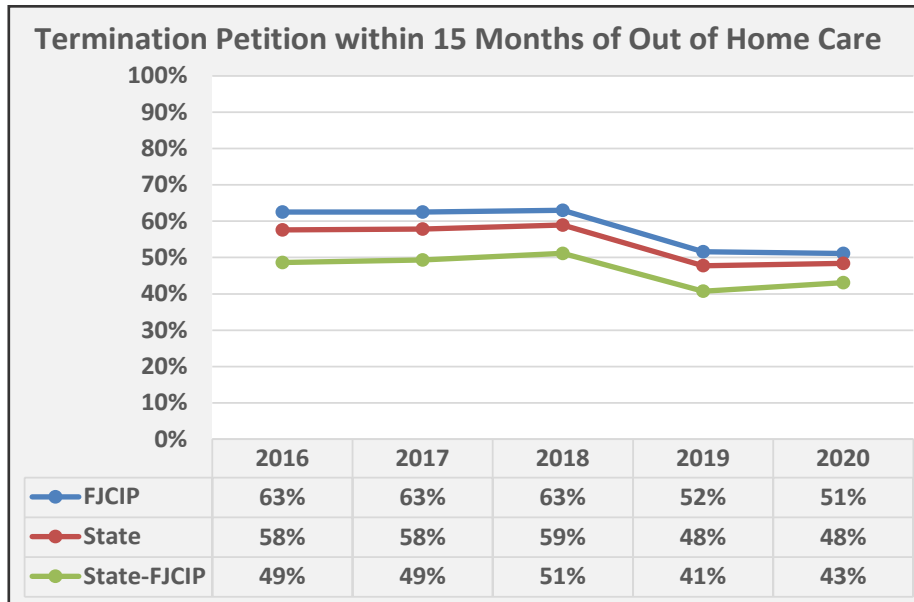
**Permanency Planning Hearing within 12 Months**



\* Note: data was pulled in December 2020 and includes all court activity through 9/30/2020.

Kitsap County reported that permanency planning hearings compliance is something their court has done well with over the past three years. Their dependency clerk looks at compliance due dates and informs the court when hearings need to be scheduled in order to comply.

**Termination of Parental Rights Petitions within 15 Months**



\* Note: data was pulled in December 2020 and includes all court activity through 9/30/2020.

Island County reported that after a decline in compliance with termination of parental rights petitions (TPR) filed within 15 months in 2018–2019, they saw a remarkable improvement in 2020.

Kitsap County reviewed TPR cases and most situations where good cause is found late, it could have been found prior to the 15 month due date. They worked with stakeholders to understand the requirements for good cause to be compliant and how to complete orders to reflect the information needed for the case to be coded. This combination of work will lead to a significant increase in compliance at the end of 2020. Despite the challenges of the public health emergency, they continue to show a higher compliance rate for 2020.

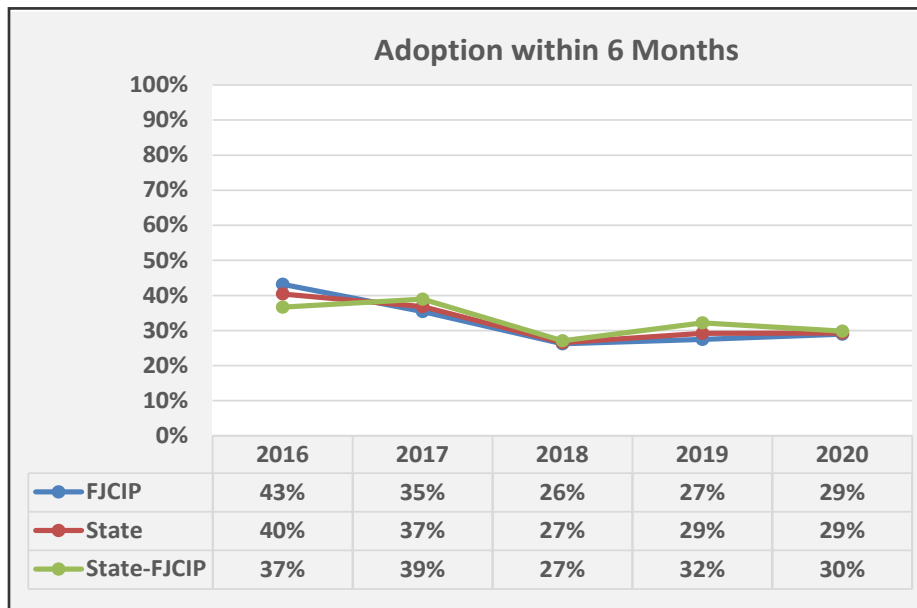
Pierce County has seen a 12% decrease in the number of TPR petitions in comparison to the same time frame (January–September 2019). As the COVID emergency caused some service delivery to be disrupted, courts have been encouraged to consider whether parents were out of compliance with their service plans due to the pandemic, and whether such plans shall be extended. Given this latitude, it is anticipated termination filings will decrease.

Spokane County noticed a slight uptick in termination petitions by 15 months, but continues to show a steady decline in adoption by six months.

Thurston County reported that TPR compliance ratings have fallen 5–6%, and year-end statistics could bring those ratings down even further due to the Public Health Emergency. By using the PHE Hearings Disruptions Tracker along with the Case Flow management tracker they will be able to see which cases were affected by COVID and ensure no cases are left without activity and progress. Dedicated monitoring of dependency timelines by the FJCIP coordinator, judges, counsel and all parties, has wholly contributed to consistent monitoring of compliance ratings within this time.

Written protocol and court reports were developed in 2019 to ensure clear expectations between the court and the parties for both dependency and termination trials and to ensure readiness by all parties at the time of hearing. Pretrial hearings were eliminated as the information typically provided at pretrial is now provided via the court reports. Parties are spending less time in court, and the court has more time for other matters.

**Adoption within Six Months**



\* Note: data was pulled in December 2020 and includes all court activity through 9/30/2020.

Chelan County conducted a deep dive into the data that showed although only two of the 14 adoptions completed thus far in 2020 met the timeline for compliance, seven of the remaining 12 missed the six month benchmark by an average of ten days with a range of two to 16 days late. A discussion with an adoption worker revealed that some of the delays in this reporting were due to other children’s placement disruptions taking priority over “hitting a mark” for a child who was already in a permanent placement. Additionally, there were a couple of cases where the adoptive parents chose a date beyond the six month mark for the adoption to occur. The following barriers to timely adoptions were identified: home studies taking too long to be completed; appeals/ remands; receiving cases from CFWS already past or close to the six month mark, adoptive placements changing their minds; electronic file unit taking too long to transfer the files to redact for disclosure.

Kitsap County struggled with the compliance rates for adoptions in early 2019, starting the year off with only 4% compliance. At the end of June 2019, there was one case out of 26 final adoptions that was completed within the six month timeframe. By the end of 2019, 12 out of 62 adoptions were completed within the six month timeframe. The first quarter of 2020 showed a continued trend of higher compliance rates, with 63% of adoptions completed within six months. The second quarter took a slight decline in



compliance, but the adoption unit was able to complete 27 adoptions. Many adjustments were made by DCYF to help create improvements in compliance rates:

- Creating a primary focus of completing adoptions within six months.
- Developed a new process for cases being transferred to the adoptions unit within five days of becoming legally free.
- Reviewing challenges in caseloads and identified cases with behavior challenges, Behavior Rehabilitation Services that need more involvement and take more of the assigned workers time.
- Shifting workload assignments to workers to take more challenging cases and allowing other workers to focus on cases that can be done within the timeline.
- Caseloads have decreased giving workers more time to work their cases.

In addition to the changes made by DCYF, the court implemented changes. One of those changes is at legally free hearings the court commissioner asks that in the reports he is informed on the status of placement, the adoption process, and any barriers they are facing. The public health emergency has had a minor impact on adoption cases, and they were able to hold a few adoptions over Zoom starting in the middle of April and continue to offer adoptions over Zoom through the public health emergency. Kitsap County DCYF adoption workers note that the public health emergency has had some positive impacts on their work. They found that their workers were less on the road and able to get more work completed. They were able to complete many pending cases and are seeing lower cases coming into their unit, which has created lower caseloads for the moment. A challenge for our adoption workers during the public health emergency period is the lack of recruitment options. The adoption unit has encouraged workers to start looking at adoptive placement options prior to the child being legally free.

Pierce County reported the number of children made legally free in Pierce County has decreased 34% in 2020. This has resulted in lower caseloads in the adoptions units and an increase in timely adoptions. Fewer legally free children are in need of attorney appointment, as more adoptions are meeting the six month timeline. As of October 2, 2020, Pierce County's adoption within six months is at 47% compliance.

Snohomish County's Permanency Summit, held in September of 2018, placed specific focus on time to adoption and the causes of delay. Significant additional resources were made available within DCYF during 2019. They have seen consistent improvement in 2019 and thus far in 2020, with 37% (compared to 20% in 2017) adopted within six months of legally free, and the median days to adoption continuing to decline.

Thurston County nearly doubled its compliance rating from 2018 to 2019 in the percentage of cases reaching adoption within six months to 49%. Their new Permanency Protocol and Case Schedule Order is partially credited for this increase, as well as a diligent effort by stakeholders to be cognizant of the six month deadline. At the outset of the first phase of the court's pandemic-impacted operations, they cancelled adoptions calendars. By mid-April the court created a new process to finalize adoptions using remote hearings. As a result, there was only a short interruption to the court's ability to finalize adoptions.

## APPENDIX B

### FJCIP PROGRAMS

	Chelan	Clallam	Island	Jefferson	King	Kitsap	Pierce	Snohomish	Spokane	Thurston
<b>Unified Family Court Principles</b>										
Assignment of a chief judge for the family and juvenile court for a minimum term of two years.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
FJCIP Coordinator (Part-time/Full-time)	Part	Part	Part	Part	Full	Full	Full	Full	Full	Full
Case screening and coordinating	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Assistance with Family Law	✓	✓			✓	✓	✓	✓	✓	✓
Multi-system Youth Coordination					✓	✓			<i>Developing</i>	✓
Judicial officers have received at least 30 hours of specialized training	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mediation/Settlement Conferences	✓	<i>Developing</i>	✓	<i>Developing</i>	✓		✓	✓		✓
<b>Specialized Court Teams</b>										
Baby Court Team		<i>Developing</i>					✓			
Family Treatment Court	✓	✓	✓	✓	✓	✓	✓	✓		✓
Indian Child Welfare Court Team									✓	
Legally Free Court Team							✓		✓	✓
<b>Special Programs</b>										
Adoption Day Celebration	✓	✓	✓		✓	✓	✓	✓	✓	✓
Adoption Workgroup						✓	✓	<i>Developing</i>	<i>Developing</i>	✓
Courthouse Dog										✓
Family Time (Visitation) Focus			✓			✓		✓	✓	✓
Finding Fathers in Dependency Cases	✓	<i>Developing</i>	<i>Developing</i>	<i>Developing</i>		✓	✓	✓	<i>Developing</i>	✓
Parents for Parents	✓	✓	✓	<i>Developing</i>	✓	✓	✓	✓	✓	✓
Protein for All	✓				✓	✓	✓	<i>Developing</i>	✓	✓
Reunification Celebrations	✓	<i>Developing</i>	<i>Developing</i>		✓	✓	✓	✓	✓	✓
Totes for Kids								✓		

Detailed descriptions of each program are provided in [2018 FJCIP Report to the Legislature](#), Appendix E.

## APPENDIX C

### UPDATES ON FJCIP INNOVATIONS

#### **Baby Court Teams**

In September, Washington State received a grant from Health Resources and Services Administration (HRSA) and Zero To Three that will add three new Safe Baby Court Team sites and create a state-level structure to support the implementation, ongoing operation, and sustainability of Safe Babies Teams. The new court sites, Kitsap, Thurston and Spokane, will join the established Best for Babies Program in Pierce County. Through previous Zero To Three grant funding, Pierce County arranged for a virtual presentation from Dr. Marva Lewis, a national expert on race equity in child welfare and Professor of Social Work at Tulane University, to provide a four-part training to explore ways the court team can Advance Race Equity for Families of Color in the Child Welfare System. Pierce County has experienced a higher number of reunifications in cases served through Best for Babies in comparison to cases of same age group that were not served through this approach. The new sites are in the process of hiring and setting up their Safe Babies coordinators and teams.

Clallam County is actively considering adopting a Baby Court approach, either as a stand-alone program or integrated with the traditional dependency calendar. Court stakeholders are considering the option of integrating Baby Court principles and practices into the family therapeutic court (LIFT Court) or creating a separate baby court dependency calendar. Regardless of the format, the aim is to have an integrated approach so that the same judicial officer will hear the dependency, therapeutic court, and Baby Court matters.

The key appeal of the Baby Court approach is that by furthering early engagement of parents in services and support, the court can reduce dependency recidivism rates, increase placements with relatives, and ideally achieve higher reunification rates. Baby Court roll out remains in the developmental stage at this point.

## **Family Reunification Celebrations**

Pierce County's family reunification celebration was a bit different this year, given the pandemic—but was held in a drive-thru format, with cheering stations. Twenty-six parents attended the event.

The News Tribune covered the event: <https://www.thenewstribune.com/news/local/article244573087.html>



## **NCJFCJ Site Implementation**

Two of the FJCIP counties (Spokane and Thurston) were chosen as NCJFCJ Implementation Sites Projects to provide training, technical assistance, and support to guide program improvement, sustainability, and performance. The Implementation Sites are expected to apply meaningful change, evaluate progress, as well as share challenges and successes with other courts across the country.

Spokane County is just beginning project implementation. A commissioner, the FJCIP coordinator, a parent attorney, and the DCYF Deputy Regional Administrator attended the NCJFCJ All Sites meeting to learn about innovative court processes happening at other implementation sites. After All Sites, the commissioner and FJCIP worked with Spokane's site manager to create an action plan for the year.

Thurston County is further along in the process and reported on implementation of the following improvements:

- **Dependency Fact Finding Protocol:** Written protocol was adopted in 2019 defining all aspects of a Dependency Fact Finding hearing, including court, AGO/DCYF and parent/youth attorney expectations, timelines, placement, services, discovery, trial briefs, ICWA standards and entry of Findings. These protocols were all adopted in collaboration with all dependency team members.
- **Trial/Hearing Practices:** Written protocol and court reports were developed in 2019 to ensure clear expectations between the Court and the parties for both dependency and termination trials, and to ensure readiness by all parties at the time of hearing. Pretrial hearings were eliminated, as the information typically provided at pretrial is now provided via the court reports. Parties are spending less time in court, and the court has more time for other matters.
- **Shelter Care Protocol:** Written protocol was adopted in 2019 defining all aspects of Shelter Care including court, AGO/DCYF and parent/youth attorney expectations, timelines, placement, family time, ICWA standards and pick up orders.
- **Local Court Rules:** Local court rules were developed in 2019 and 2020 to help ensure that the changes and improvements made will stay in place regardless of staff turnover or judicial rotation.
- **Surveys:** Surveys were developed and completed by court participants to help measure our success with our system changes. Unfortunately, we only received limited responses. Surveys will be developed for completion by court professionals to help monitor our success with system changes. Surveys will also be posted to our website. The Data Team is working on a protocol for systematically distributing surveys to keep the court updated.
- **Trauma Responsive Training for Staff and Stakeholders:** Court employee, judge, children's administration, and stakeholder training continues to be developed, and regular trainings are provided. This included a generous training supported by National Council of Juvenile and Family Court Judges and presented by (Retired) Judge Jan Rosa. This training, Centering Ourselves to Serve in Challenging Times: 2020, was an interactive training where Judge Rosa provided suggestions for how we as court administrators, judicial officers and community partners can each do our best work in these difficult times.
- **Plain Language Signage:** New signage has been placed in the Family and Juvenile Courthouse that is more positive and in plain language.

- **Building Improvements:** Interior walls have been painted and large interior murals are nearly complete; separate areas have been designated for both young children and teenage youth. The plan, disrupted by COVID, was to provide books, pillows, story tellers, and artistic opportunities while they wait for their hearing. Though COVID impacted some of our ability to make building improvements, it also lent opportunity for vacancy in the courthouse for the mural to be worked on during the day without disruption to court proceedings. The mural is nearly complete, and the expansive work that was gifted to the court by a local artist is nothing short of a masterpiece. The mural was designed to honor the heritage of the area by illustrating the sea life and landscapes that inhabit our wildlife and make up our surroundings. The mural is a visual tribute to the Native land where the courthouse resides and to the Tribes within the Pacific Northwest.



- **Trauma Responsive Work Group:** This workgroup connected with a local service organization that wishes to assist with funding building improvements and with providing volunteers to read with children when they are waiting for court. This organization also assembled backpacks to give to older youth who have undergone emergency disruptions in their placements. Connection has been made with a local teacher/artist to work with the juvenile Youth Development Program on art projects.
- **Family Recovery Court:** In June 2020, the weekly calendar for Family Recovery Court (FRC) was moved from Thursday afternoon to Tuesday morning. This switch was done in conjunction with the NCJFCJ and CFF technical assistance work and in collaboration with the FRC team. Participants with school aged children no longer have to worry about FRC overlapping with school dismissal and are more engaged overall. FRC has adopted all of the recommendations from the Center for Children and Families (CCF) over the 2018–2019 calendar year. Policies and procedures regarding eligibility, referral, admission, and discharge were reviewed and revised to be more trauma-informed and culturally inclusive. The contracted child mental health therapist on the FRC team performs trauma assessments with all incoming participants and helps guide case planning. FRC has integrated other supplemental trauma support services, such as therapeutic art projects and equine-assisted recovery support.
- **Courthouse Therapy Dog:** There has been a pause in this service due to the COVID pandemic. This service will be reassessed when it is safe to do so.

## APPENDIX D

### REPORTING

RCW 2.56.230 requires the Administrative Office of the Courts (AOC) to compile a financial report comparing the spending plan to actual expenditures and submit it to the appropriate committees of the Legislature. When state funding for the FJCIP Program was cut in 2009, salaries and benefits of FJCIP coordinators became the primary funding objective for the program, and other expenses, such as training, office supplies, etc., were not reimbursed due to lack of funding.

The “Actual Expenditures” listed below show the actual cost to counties for the FJCIP coordinator salaries and benefits, along with the amount reimbursed by the AOC. The “Spending Plan” shows the amount contracted between each county and the AOC. For most of these counties, the contracted amount does not cover the full cost to the counties for salaries and benefits for the coordinator position, nor does it cover other costs associated with the projects and programs implemented by those courts.

#### **FJCIP Expenditures FY2020**

County	Actual Expenditures		Spending Plan
	Cost to Counties	Reimbursed by AOC	Contracts
Chelan	\$56,629.44	\$19,325.00	\$19,325.00
Clallam	\$38,530.10	\$23,415.00	\$29,673.00
Island	\$32,874.50	\$19,989.00	\$19,989.00
Jefferson	\$14,861.00	\$13,256.00	\$14,420.00
King	\$124,516.00	\$93,589.00	\$85,175.00
Kitsap	\$88,964.00*	\$88,964.00	\$90,146.00
Pierce	\$128,857.53	\$112,802.00	\$108,160.00
Snohomish	\$118,723.00	\$100,689.00	\$93,946.00
Spokane	\$89,548.07	\$61,908.00	\$56,000.00
Thurston	\$81,013.53	\$65,063.00	\$63,265.00
<b>TOTAL</b>	<b>\$774,517.00</b>	<b>\$599,000.00</b>	<b>\$580,099.00</b>

*\*Lower this year due to staff changes*



# APPENDIX E

## TRAINING

### **Judicial Officers**

Becca Conference (2)  
Building Resiliency Through Parenting Skills for Families Who Have Experienced Trauma (4)  
COVID related court process webinars (2)  
COVID-19 and Child Welfare Cases  
Dependency Court Practice for Judicial Officers (9)  
Domestic Violence (2)  
Drug Court Conference  
Domestic Violence Reframing Response  
National Council of Juvenile and Family Court Judges Enhanced Resource Guidelines (6)  
Ex Parte & Guardianships (4)  
Family Law (5)  
Guardian ad Litem  
Joint Base Lewis McChord Legal Update 2019  
Judicial Leadership: The Story of Miami-Dade County  
Juvenile Law (3)  
King County Permanency Summit  
Meditation for Judges  
Missing and Murdered Indigenous Women (2)  
Protection and Emergency Orders (2)  
Remote Orders of Protection in Civil/Criminal DV Cases  
Reunification in Cases Involving Parental Alienation (webinar)  
Spokane County Permanency Summit (7)  
Staff Morale, Self-Care and Resuming Court Operations (2)  
Telephonic and Video Hearings and Public Access (2)  
What Medical Experts Want You to Know (2)  
What Every Judge Needs to Know about Tribal Jurisdiction  
What Every Judge Should Know about Asian/Pacific Island Culture  
Uniform Guardianship Act (UGA) (2)

### **FJCIP Coordinators**

Addressing Court Workplace Mental Health and Well Being (2)  
The Brain Changes Due to Substance Misuse, Trauma and the Global Pandemic  
Collaborating with Courts to Promote Foster Care as a Support to Families, Not a Substitute for Parents  
Compassion: The Foundation for All Reasonable Efforts to Reunify Children with Their Parents

Community Engagement, Trust and Confidence: Engaging, Listening and Improving Justice for All  
 Court-Child Welfare Agency Collaboration. Changing the Face of Foster Care (2)  
 COVID-related Court Operations various web sessions (5)  
 COVID 19 and Child Welfare Cases (2)  
 Cultural Connections – ICWA online training  
 Current Science of Alcohol and Cannabis: Implications for Prevention  
 Developing Trusting Partnerships and Collaborating to Strengthen Families and Tools to Support Collaboration  
 Drug Court Conference  
 Early Childhood Mental Health/Behavioral and Parent Support Program  
 Emotional and Mental Resiliency  
 Ensuring Justice in Child Welfare Virtual Summit  
 Evidence Based Treatments for Perinatal Substance Use Disorders  
 Family Treatment Court and Addiction  
 Highly Qualified Representation in Juvenile and Family Courts Webinar  
 Hope Centered and Trauma Informed: Remembering Hope in a Time of Fear (2)  
 King County Permanency Summit  
 Language Access  
 Maintaining Connections Through Virtual Family Time (2)  
 Meeting Parents Where They Are and Utilizing Evidence-Based Interventions to Support Families with Complex Trauma  
 Moving to In Person Visit Transition (3)  
 Multidisciplinary Legal Representation and its Positive Impact on Reunifications  
 Pre-Petition Legal Representation  
 Race Equity for Families of Color in the Child Welfare System  
 Relational Mentoring by XParenting  
 Self-Care as a Court Employee  
 Spokane Permanency Summit  
 Strategies for Maintaining a Child’s Connection During COVID-19: What Caregivers, Professionals, and Providers Need to Know about Supporting Family Connections  
 Video Remote Interpretation Solutions and Resources (2)  
 Washington Indigenous Children, Youth and Families Conference  
 What Every Judge and Attorney Needs to Know About Trauma and Removal (2)  
 Zero to Three Cross Sites Meeting  
 Zero to Three, Meeting Parents Where They Are and Utilizing Evidence Based Interventions to Support Families with Complex Trauma.  
 Zero to Three Safe Babies Court Team Approach